CRUCIAL CONVERSATIONS

Intentional Solutions CORP
Working to take your business and life to the next level of success.

#1 Remember that the only person you can directly control is yourself.

#2 Start with the Heart. Think about what you really, really want in this situation and how dialogue can help you get the result you are looking for.

#3 State Your Path. When you have a tough message to share, or when you are so convinced of your own rightness that you may push too hard, remember to STATE your path:

Share your facts. State the facts.

Example: You arrived at 8:30 am per your punch, when your start time is 8:00 am.

Tell your story. *Explain what you're beginning to conclude.*

Example: By coming in late, I wonder if you take this job seriously?

Ask for others' paths. Encourage others to share both their facts and their stories.

Example: Help me to understand why you came in at 8:30 am. Do you like working here? Did I get any of the facts wrong?

Talk tentatively. State your story as a story – don't disguise it as fact.

Example: I hear what your saying that you like working here and this job means a lot to you, so why do you think you can't arrive on time?

Encourage testing. Make it safe for others to express differing or even opposing views.

Example: So, you don't think you should start at 8:00 am, 8:30 am is better for you, that is interesting. **Why do you think that?**

#4 Move to Action.

- Don't allow people to assume that dialogue is decision making.
- Decide How to Decide there are 4 ways to make a decision:
  - ***Command.*** Decisions are made without involving others.
  - ***Consult.*** Input is gathering from the group and then a subset decides.
  - ***Vote.*** An agreed-upon percentage swings and decision.
  - ***Consensus.*** Everyone comes to an agreement and then supports the final decision.
- Finish Clearly
  - ***Command.*** Decisions are made without involving others.
  - ***Determine who does what by when.*** Make the deliverables crystal clear. Set a follow-up time. Record the commitments and then follow up.

Finally, hold people accountable to their promises.

*** **Excerpts from Crucial Conversations: Tools for talking when stakes are high.** ***By Patterson***